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Comment on DDI Suggested Changes in the Training Courses for CTs

A. Introduction to Intelligence

1. The problem created by integrating this course with others in the CT Program has been treated in the covering memorandum.

B. International Communism

1. This course could be shortened to the two week equivalent given to non-CT professional employees; however, we believe that the caliber of the employee represented in the CT, individually and in the aggregate, makes the additional material, seminars and exercises both appropriate and desirable.

C. Intelligence Techniques

1. This course has a do-it-yourself methodology; eliminate the oral and written exercises, and you eliminate the course itself, as well as the vital purposes it serves.

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2. [REDACTED] is considered useful and, in some measure, useable in all of the Directorates. With eight instructors handling a class of 90 CTs, four hours is not an excessive allocation of time, despite its being a programmed unit of instruction.

3. The economic memorandum exercise has been reduced from eight to six hours; this exercise is pertinent to the work of both OER and OSR.

4. The NIS exercise is a research/briefing problem in which the CT is required to compile a comprehensive country report utilizing Basic and Geographic Intelligence data. Three of these hours are allotted to seven-minute briefings given by each member of a seminar, normally 11-12 CTs, followed by questions and individual critiques. Taking into consideration the research aspect, the briefing preparation and presentation, and the critique period, eight hours is a minimal allocation of time.

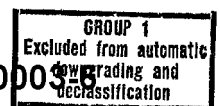
5. Locating missile sites is only one aspect of the Strategic Vulnerabilities exercise; the exercise is one which requires the CT to make an assessment of a country's over-all vulnerability; it covers geographic, economic, and military factors; once the research is completed the CT is required to submit a written report on the problem; total amount of time allotted to this exercise is one working day.

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6. [REDACTED] exercise has been expanded from five to eight hours and has been updated to focus on [REDACTED] as both a collection and analytical function peculiar to the intelligence field, it is regarded as a useful training exercise, particularly with regard to quantitative analysis.

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7. The photo interpretation exercise requires 16 hours to complete, but is actually only a four-hour exercise given, in turn, to each of the four groups of students into which the course enrollment is divided. While one group is working on this exercise, the other three groups are working concurrently on other course exercises. The photo interpretation exercise is deemed to have long-term value in the sense that many CTs will have indirect association with in in their future assignments, even though it is rare for a CT to be assigned to work in this activity directly.

8. The final report and briefing, the 26 hours of which are distributed throughout the three week running of the course, in effect require the CT to integrate all source materials and techniques of the course into a final ten-minute briefing. Approximately six hours are allotted for the briefings and follow-up question/critique period. The 20 hours allotted for preparation include travel time to the Headquarters Building (from 1000 Glebe), research in Agency repositories--as a means of the CT's becoming familiar with resources and facilities--discussions with Agency officers knowledgeable about the assigned topic, and preparation of visual aids.

#### D. Operations Familiarization

Some general remarks are desirable concerning this course. It is designed, first of all, to provide intimate familiarization with the responsibilities and duties of the Clandestine Services case officer. It gives a view of work which, in many respects, is peculiar to this Agency and, therefore, unfamiliar to many Agency employees, especially new ones.

A CT who may be assigned to the Directorate for Intelligence--and this determination ordinarily is not made until after the CT completes all four introductory courses--perhaps does not need the intimate familiarization provided by the Operations Familiarization Course (OFC). We do believe, however, that a high degree of individual understanding of the work of the several Directorates serves to improve working relations among the Directorates.

The nature of work in the DDP and DDS generally requires an intimate knowledge of case officer responsibilities. A review of the composition of student enrollment in the last eight presentations of the OFC (from September 1965 to May 1967) reveals that a total [redacted] students completed the course. Of these, [redacted] (58.5%) were CTs, [redacted] (41.5%) were non-CTs. Among the CTs, approximately [redacted] (20%) were or are about to be assigned to the Directorate for Intelligence. Among the non-CTs, only [redacted] (2.3%) were employees of the Directorate for Intelligence; another [redacted] (6.4%) were employees of the Directorate for Science and Technology.

These figures are significant; even if the Office of Training were able--from the standpoint of instructor availability--to present a special, abbreviated version of the OFC, it would be for an average enrollment of about 12 students. Although belaboring the point, we hasten to add that it has not even been determined, by the time of the OFC, which of the CTs will be designated for the Directorate of Intelligence.

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Our comments on your specific suggestions are as follows:

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1. The 13 hours on [REDACTED] have been reduced to 11 hours.

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2. [REDACTED] is an important and broad subject to cover; the seven hours of presentation in the OFC deal with [REDACTED]

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3. There are only four hours of regularly scheduled time given to the [REDACTED] although the student normally is required to devote another two or three hours to study of it during evening hours. We do not feel this is too long to devote to a good case study which presents a broad range of [REDACTED]

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[REDACTED] We have recognized the desirability of presenting a more recent case and have been seeking one to replace [REDACTED] Thus far we have not found one that contains the scope of operational activities we want.

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4. The three hours devoted to [REDACTED] consist of a one hour lecture and a two hour discussion. We continue to believe that this is essential time.

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7. We are presently examining the possibility of applying Program Assisted Instruction to this bloc of training which may reduce the amount of time required. [REDACTED] however, is a critically important one and we are reluctant to reduce the coverage, admitting that the forms of [REDACTED] attendant to problems in the subsequent Operations Course are taught within the OFC.

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8. The presentation on [REDACTED] has been eliminated from the OFC.

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E. Intelligence Production Course

1. The suggestion that the research assignment be eliminated is commented upon in paragraph (14) of our covering memorandum.

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